

Community Transition

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U.S. Department of Energy
National Nuclear Security Administration
Albuquerque Operations Office
2001 Community Transition & Outreach Status Report

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Community Transition Program Strategy

The Albuquerque Operations Office (AL), Community Transition (CT) Program, supports the Department's Office of Worker and Community Transition (WT) in HQ. The Community Transition Program is designed to minimize the social and economic impacts of workforce restructuring by providing local impact assistance to local communities. To date, WT has helped create over 22,000 jobs. The Department carries out its community transition responsibilities using the support of Community Reuse Organizations (CROs). These are nonprofit organizations formed for the purpose of addressing regional economic impacts in communities affected by DOE mission changes.

The CRO membership represents a cross section of regional public and private sector interests. AL currently assists five CROs. They are the Regional Development Corporation representing the region surrounding Los Alamos National Laboratory (LANL) in Northern New Mexico, the Next Generation Economy, Inc., representing communities surrounding Sandia National Laboratories (SNL), the Eight Northern Indian Pueblos Council, Inc. representing pueblos surrounding LANL and the only Native American CRO, the Eddy-Lea Regional Commission representing communities surrounding the Waste Isolation Pilot Plant, and the Young-Rainey (Pinellas) Science, Technology and Research (STAR) Center representing communities impacted by the Pinellas Plant closure in Largo, Florida.

Community transition funds are provided in the form of financial assistance to the CROs. Funds are used to assist activities deemed most likely to reduce the communities' dependence on the Department and to mitigate the negative impacts on communities resulting from Department reconfiguration, downsizing, clean up, and closure.

Community needs are evaluated based on current or anticipated economic distress measured by unemployment, underemployment, and loss of income; job loss relative to the size of the community affected as a measure of economic dependence on the Department; diversity of employment within a community; and the impact of job loss on the economic base and overall size of workforce reduction.

The Community Transition Program staff sees their role as facilitating and forming strong partnerships that will result in diversified economies, new jobs, business growth, and "filling the pipeline" to meet our future workforce needs.

Message from Rick E. Glass, Manager
U.S. Department of Energy
National Nuclear Security Administration
Albuquerque Operations Office



DOE's Economic Outreach Initiatives

Rapid downsizing of the nuclear weapons work in the early 1990s caused substantial loss of employment and economic hardship for communities that had hosted this mission for several decades. Smaller communities with large DOE employment were hit especially hard.

Congress provided funding well over \$100 million and DOE supported a wide variety of employee support and economic development programs to mitigate the impact on individuals and communities. The funding for these efforts competed with DOE's missions, impacting what we were able to accomplish in supporting the nuclear stockpile, advancing science and restoring the environment. Some communities became resistant to new DOE needs or initiatives.

Before the early 1990s, we generally tried to maintain low profiles in our communities. While good for security reasons, this approach made us nearly invisible to community leaders, and made it more difficult to build trust around our economic outreach efforts. The economy near our facilities had become dependent on the DOE salaries and purchases more than we realized.

New Mexico received more than \$2.07 in Federal spending for each tax dollar paid in 2000, and .34 cents of every dollar spent in the Federal economy in 2000 originated in the DOE Albuquerque budget.* This situation leads me to believe our local economy is more vulnerable to potential rapid changes in our spending than it would appear on the surface.

Based on my experience at Pinellas and observation of other communities, I am convinced that small investments in economic diversification long before a sudden drop in DOE spending can accomplish far more than large investments close to the end. Active participation in efforts to increase economic diversity of our local communities will reduce the chance that future budget changes will disrupt our ability to accomplish our mission. I also believe our efforts to be good corporate citizens provides a positive return on investment from the community alone.

Our economic outreach initiatives now include the Regional Development Corporation in Northern New Mexico, the Next Generation Economy, Inc. initiative in Central New Mexico, the Eight Northern Indian Pueblos Council, Inc., the Eddy/Lea Regional Commission surrounding the WIPP site, and the Pinellas STAR Center. The programs we support or sponsor through DOE's Community Reuse Organizations include the Tri-County Higher Education Association in Northern NM, the New Mexico Internet Professionals Association, the Microsystems Cluster initiative and Fab Feasibility Study in central Albuquerque, completion of the Master Development Plan for the Sandia Science and Technology Park, the Advanced Manufacturing and Innovation Training Center in Carlsbad, and the Technology Deployment Center in Pinellas. If you look closely at a number of other initiatives near our facilities around the country, you can find the quiet, behind the scenes contributions of Eileen Beaulieu and our economic development staff.

In the past year, we have encouraged development of the Albuquerque Math, Science, and Technology Partnership initiative, informally known as the Magnet School initiative. Our goals are to become a constructive part of the community's efforts to enhance education, and to develop the workforce of our future. Christina Houston is serving on an Intergovernmental Personnel Act assignment to Albuquerque Public Schools as the Project Manager, and AL provides strategic planning, logistical support and quality coaching. This project has secured over \$700,000 in initial funding and is working in close collaboration with other statewide efforts, such as the NASA Linking Leaders Program, New Mexico MESA, the Coalition for Excellence in Science and Math Education, and the New Mexico Partnership for Math and Science Education.

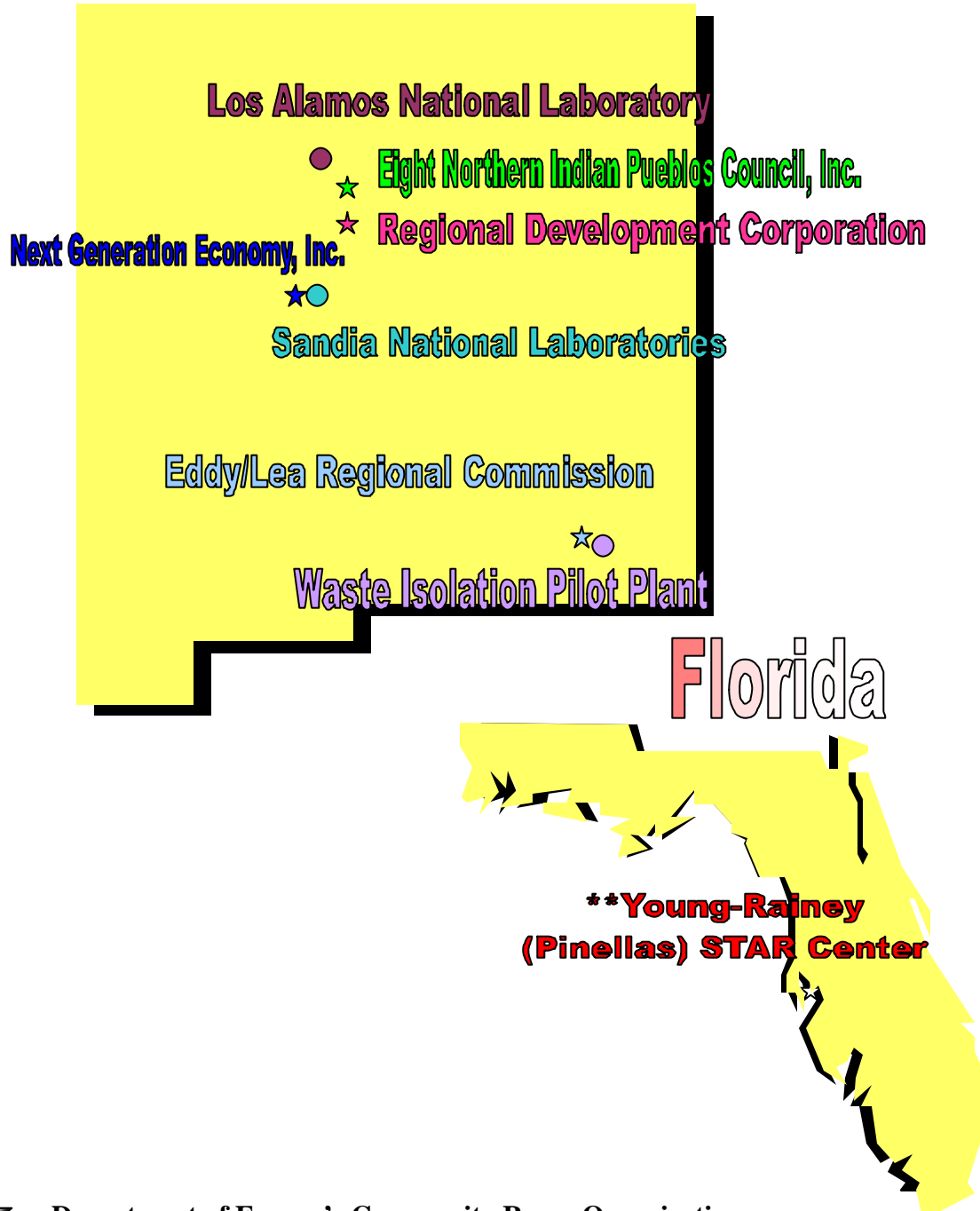
I support continued prudent increases in our involvement in communities around all our sites, in areas where we can promote the interests of the community and better position National Nuclear Security Administration to take advantage of the resulting good will.

Rick

*New Mexico ranked first in Federal outlays for every dollar paid in Federal taxes.
Taxation Foundation Report dated June 29, 2001



AL Community Reuse Organizations



Department of Energy's Community Reuse Organizations



Department of Energy's and NNSA Facilities

**** The DOE Pinellas Plant officially closed at the end of FY 1997. The Young-Rainey STAR Center continues to receive DOE Community Transition Assistance.**

Following are Fact Sheets from each of the five DOE-AL Community Reuse Organizations and two of their major community projects.

FACT SHEET



DOE/NNSA Community Reuse Organization:

Young-Rainey Science, Technology & Research (STAR) Center*

7887 Bryan Dairy Rd

Suite 150

Largo, FL 33777

Phone: (727) 541-8080, Fax: (727) 541-8585

E-mail: kmitchel@co.pinellas.fl.us

Communities Served: Tampa Bay, Florida

Web Address: www.young-raineystarcenter.org

*Formerly the DOE Pinellas Plant

Introduction

The Pinellas Plant, located in Largo, Florida, manufactured neutron generators and other components from 1957 to 1994. In FY 1994, DOE initiated its weapons complex reconfiguration plan, which included termination of all defense programs activities at the Pinellas Plant. The decision was announced to close Pinellas and to eliminate over 1,000 jobs by the end of FY 1997. In August 1993, the Pinellas Community formed a task force consisting of national, state, local, political, business, and special interest organizations that would be impacted by ending the Pinellas Plant mission. The task force developed the *Pinellas Plant Future Use Plan* proposing activities to develop non-defense uses for the technology and the workforce to help mitigate the effects of phasing out the weapons mission at Pinellas. The original stakeholder structure evolved into the present Community Reuse Organization (CRO) in 1994, and was recognized by the Department of Energy in January 1995, now called the Young-Rainey Science, Technology & Research (STAR) Center.

From FY 1994 through FY 1997, the Pinellas Plant was placed in a safe condition, contaminated areas were cleaned, and all site property, materials, equipment, and records were disposed of. DOE sold the Pinellas Plant to a local economic development agency in FY 1995 and also transferred much of the personal property to the CRO for ultimate use by that agency. The Pinellas workforce restructuring effort was efficient and effective in transitioning the Pinellas Plant from weapons production to commercial use resulting in benefits to both the Department and the community. The STAR Center has leased 553,600 square feet of the lease able space of the former Pinellas Plant to 21 tenants (96% occupancy). Former Pinellas Plant employees have filled about 11% of the tenants' jobs. A total of 2,907 jobs have been created or retained as of September 30, 2001.

Demographics (2000)¹

County / State	Population	% Unemployment Rate	Per Capita Income (\$)	% Hispanic	% White	% Black or African American	% Other
Pinellas	921,482	2.5	30,633	4.6	85.9	9	5.1
Pasco	344,765	2.9	22,691	5.7	89.9	2.1	8
Hillsborough	998,948	2.6	26,355	18	75.2	15	9.8
Florida	15,982,378	3.6	26,845	16.8	78	14.6	7.4

County / State	Persons Below Poverty Level	High School Drop-Out Rate %
Pinellas	12.2%	2.6
Pasco	13.5	4.4
Hillsborough	15	3.1
Florida	14.4%	4.6

Source:

¹ U.S. Census Bureau 2000, Profile of General Demographic Characteristics

Biography – Board and Executive Director

- William M Castoro, Chairman
- Charles K. Hall, Director
- J. Eugene Danzey, Past Executive Director, Pinellas County Industry Council (PCIC)
- Larry J. Williams, former Council representative, City of St. Petersburg
- Larry L. Alderman, City of Tarpon Springs, Florida Business Leader
- Charles E. “Chuck” Rainey, Former Chairman, Pinellas County Board of County Commissioners

William M. Castoro, Chairman of the Pinellas Plant Community Reuse Organization since January 1998, was Executive Director of the Pinellas County Industry Council for almost four decades. During that time he helped bring hundreds of manufacturing companies to the county, many of them high tech and medical. He has extensive experience in economic development and international marketing, especially in the Asian sector. He is one of the founders and past president of the Florida Economic Development Council and is a life member of the International Economic Development Council.

Charles K. “Ken” Hall was appointed Director of the STAR Center in July 1999. Prior to that he was Executive Director of the Pinellas County Industry Council that administered the STAR Center from June 1998 to July 1999. His previous experience was as Facilities Manager for Lockheed Martin, the management and operating contractor for the former DOE Pinellas Plant. Mr. Hall, a registered professional engineer, State of Florida, is a member of the Florida Economic Development Council and many similar organizations.

Important Milestones

- Pinellas Plant Seed Projects - Jump-start commercialization of Pinellas Plant technologies. Status: Completed; three products developed.
- Technology Deployment Center - Develop and grow business for Pinellas STAR Center tenants and Pinellas Plant spin-off technologies through product and prototype development. Status: Completed; twenty-two projects and a Manufacturing Training & Education Center (MTEC) initiated.
- Suncoast Manufacturing Technology Center - Help small businesses solve technical manufacturing problems, increase productivity, improve quality and/or build world-class capabilities. Status: Completed; the Suncoast Manufacturing Technology Center has been incorporated into the National Institute of Standards and Technology (NIST) network.

- Innovation Commercialization Program - Provide management consultation to companies to support the commercialization of product and process technologies and the creation of high quality jobs. Status: Completed; the Innovation Commercialization Program has been integrated into the University of South Florida Office for Corporate Development.
- Seed/Challenge Funds - Enable entrepreneurs to engage in high-risk research and development projects that typically can't be financed through conventional sources. Status: Completed; all eight projects met their milestones and deliverables.
- Pinellas Plant Sale Transition - Identify potential replacement occupants; identify replacement job opportunities for employees through creation, attraction and expansion of businesses. Status: 96% of the space is leased to twenty-five organizations.
- Pinellas Plant Spin-offs - Increase the probability for successful commercial spin-offs of Pinellas Plant resources. Status: Completed; four spin-off companies.
- Training Incentives - Attract new business or help existing businesses be more productive. Status: Training incentives are being provided by state and local programs.
- Hosted national DOE Community Reuse Organization (CRO) meeting (January 18 - 19, 2002) in Pinellas County, FL.
- Participated in International Day (an economic development meeting sponsored by the State of Florida) in Tallahassee, FL in February 2001.
- Hosted a site open house on Dec. 14, 2001.

Issues Facing the Community

- A large amount of the Tampa Bay regional work force still works in low-paying office jobs.
- Loss of jobs created by the economic downturn and the significant reduction in tourism brought about by the September 11, 2001 national tragedy.

Future

- Reuse defense technologies in commercial applications to create new manufacturing jobs for community workers and enhance the competitiveness of local manufacturing businesses. However, our emphasis has shifted from marketing real estate to marketing the technology available at the STAR Center. This phase will stimulate both STAR Center businesses and local/regional businesses, creating more jobs in the local area as well as the STAR Center.
- Continue working with third party developers to improve the remaining 22.5 acres in order to accommodate up to an additional 400,000 SF of manufacturing space. Finalize conceptual plans to move forward with third party developers to construct another two buildings in the next two years on the site.
- Continue to aggressively seek new R&D funds in concert with its tenants and "university" partnerships utilizing the STAR Center. Twenty-five organizations are now located on the STAR site. At least three other companies have signed letters of commitment. The original DOE buildings are now committed to approximately 96% occupancy with a lease to our anchor tenant, Raytheon, of over 362,000 square feet.
- Present the recently completed video of the STAR Center success story to other DOE sites and other areas facing or undergoing a major site closedown.
- Complete work on an independent *web site* that will display the types of technologies, products and services available at the STAR Center.
- Continue the search for high quality, high technology firms to move into newly developed areas on the site.

- Expand international marketing efforts to promote the products and services to other countries.
- Help in the initiative to develop the remaining acres to accommodate additional high technology manufacturing, research and educational businesses/universities.
- Assist in finding new sources of capital funding.
- Continue work to bring a large company and a major nation's regional offices to the STAR Center.

Value Analysis

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
\$20,217,200	3,038	\$6,373.00	3,510*

*Adjusted downward based on current economic conditions

DOE invested \$2,100,000 in the Pinellas Plant Transition Program in FY 01. During the same period the STAR Center, tenants and third party investors contributed approximately \$10,000,000. This is a **5 to 1 leverage** factor.

For the total program beginning in 1995, DOE has awarded \$20,217,000. \$18,786,000 had been costed as of 9/30/01. The STAR Center and third party expenditures have amounted to more than \$35,000,000 over the program's life. This is a **3 to 1** leverage factor.

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FACT SHEET



DOE/NNSA Community Reuse Organization:

Regional Development Corporation

428 Sandoval Street, Suite 201

Santa Fe, NM 87501

Phone: (505) 820-1226 and Fax (505) 983-8654

E-mail: lillianrael@rdcnm.org

Communities Served: Santa Fe, Rio Arriba, and Los Alamos with DOE funds, statewide with NAS funds

Web Address: www.rdcnm.org

Introduction

In July 1993, the Defense Adjustment Task Force (DATF) was created to oversee a regional planning program funded under a Department of Defense grant. The purpose of the program was to prepare a regional plan to deal with future Los Alamos National Laboratory downsizing related to defense program funding reductions. In

FY 1995, the Department of Energy provided a grant to the DATF to assist the region in mitigating the economic impacts of downsizing.

In 1996, the newly established non-profit Regional Development Corporation (RDC) was recognized by the Department of Energy as the CRO for Northern New Mexico community transition. The RDC's mission was to organize and implement an economic diversification and development program for North-Central New Mexico. Consistent with the original mission, the RDC currently assists the region by initiating and facilitating collaborative economic development solutions that can tap into the expertise of the highly skilled, well-trained, and educated workforce developed for LANL's site missions and to find potential new productive uses for land, facilities, and equipment as they become available.

Demographics¹:

County	Population 2000	% Unemployment Rate @ 6/01	Per Capita Income (\$)	% Hispanic ²	% White ²	% Native American ²	% Other ²
Santa Fe	62,203	3.7	\$25,453	49	8	3.1	39.9
Rio Arriba	39,837	8.9	\$12,858	72.9	59.5	14.7	28.2
Los Alamos	18,343	1.5	\$32,095	11.7	90.3	.6	3

County	% Poverty Rate(1997)	% High School Drop-Out Rate (2000)
Santa Fe	11.9	12.0
Rio Arriba ³	22.5	9.3
Los Alamos	2.7	.8

Source:

¹U.S. Census Bureau, Census 2000

²In combination with one or more of the other races listed., may add to more than 100%.

³1999 Espanola School District, representing over 70% of student population in Rio Arriba County

Biography – Board and Executive Director

- Nick L. Salazar, Chairman, State Legislator
- Nick Vigil, Vice Chairman – Bank VP
- Linda McLellan, Treasurer – Business Owner
- Mike Warren, Secretary – Bank President
- Denise Smith – Regional Business Owner
- Rebecca Wurzbarger – Business Owner
- Lillian Montoya-Rael, RDC Executive Director
- Manuel Trujillo – LANL Project Engineer
- Carlos Ramirez – Community College Executive Director
- Hugo Hinojosa – Program Manager, Manufacturing Extension Program
- Harry Montoya, Youth Services, CEO

Prior to serving as the RDC Executive Director, Lillian Montoya-Rael worked for the State of New Mexico for 13 years in various financial and budgeting areas. Her most recent position was as the Deputy Director for the New Mexico Commission on Higher Education where she managed the \$60 million budget of the agency and directed activities of the financial aid and student services division. .

Important Milestones This Past Year:

Model Initiatives:

- **Connect Rio Arriba (CRA): Telecommunications Initiative.** RDC initiated working group of local business, education, health care, government reps and telecom service providers tasked with developing and implementing broadband access to one or more communities in Rio Arriba County.

Performance as of 9/30/01:

1. Held 11 grass-roots project development meetings, attendance averaging 15 community volunteers per meeting
2. Established Mini-Hub Prototype parameters and metrics
3. Received \$15,000 from LANL Foundation for engineering support

- **Otra Vez: Workforce Development Initiative.** The RDC is a lead partner in an effort to create a business and social service hub transitioning to work and/or education and training opportunities, by placing private business and employee support services, such as literacy tutoring, vocational training, computer training, and personal and career counseling, within the same facility. Otra Vez will use LANL's surplus assets as a focus for computer technology training, furniture manufacturing, and business training.

Performance to date:

1. Over 16 community agencies collaborated on this project
2. Approximately \$222,000 in cash commitments have been made from partners
3. In-kind services and products valued at nearly \$200,000 have been contributed thus far

Regional Initiatives:

- **Economic Development Clearinghouse: Resource Collaboration.** In partnership with LANL Small Business Office, the RDC developed an internet-based database of economic development projects in the LANL procurement region for use by major subcontractors as they develop their economic development plans for submission to LANL.

Performance as of 9/30/01:

1. Developed the first regional clearinghouse of economic development projects
2. Developed the RDC Web site (www.rdcnm.org) and have incorporated the Clearinghouse into the site
3. Several projects are now posted on the Clearinghouse for subcontractor review and selection

- **Partnership with the Northern Area Local Workforce Development Board (NALWDB): Resource Collaboration.** The RDC has partnered with the NAL WDB to host town halls with the business communities in the 10 northern counties of the state.

Performance as of 9/30/01:

1. RDC participated in business community town halls within the 10 county NALWDB region
2. The RDC Executive Director was elected by the 10 county mayors as the Economic Development rep to the NALWDB
3. The RDC representative is chair of the Stakeholder and Economic Development Committee for the region

State Wide Initiatives that Support Regional Development:

- **Space Alliance Technology Outreach Program (SATOP).** The RDC administers a statewide program that provides NM businesses with the opportunity to draw on the top minds within the NASA space program to solve their technical challenges in a variety of areas including manufacturing and communications. This program is offered *free* to the businesses and is only available in four states (FL, TX, NY and NM). Interested businesses can submit requests for assistance through www.rdcnm.org or www.spacetechnologies.com. **Performance as of 12/31/01:**
 1. Three full time staff have been hired to implement the program
 2. Six economic development organizations have been contracted to deploy the program around the state
 3. Five Alliance Partners have committed to provide the technical assistance

Issues Facing Your Community:

- Lack of skilled workforce in the region to fill the vacancies left by an aging LANL workforce and to meet the regional needs of emerging industries, i.e., technology, biological sciences, mathematics, etc.
- Insufficient telecommunications, transportation, energy and water infrastructure to support a diversified economy
- The economy relies heavily upon federal expenditures (LANL) and is challenged to grow and strengthen a private sector that can contribute more to the economic health of the region -- thus a continuing need for economic diversification.

Future:

Telecommunications Initiative.

1. Complete design and deployment of mini-hub prototype for Chama-Tierra Amarilla
2. Complete telecom-tech assessment surveys in El Rito and Chama-Tierra Amarilla

Workforce Development

1. Will determine a methodology/application for assessing the investment of workforce development resources in the region
2. Determine if the workforce development resources are addressing business needs and/or industry cluster needs
3. Launch the operations of Otra Vez

Business Development

1. The SATOP staff will assist businesses in becoming Historically Underserved Businesses (HUB) zone certified
2. Create a business advisory committee, i.e., cluster committees to the Board

Regional Resource Development

1. Develop a regional, web-based geographic information system for economic development purposes
2. Conduct an asset inventory of the region which may include workforce, real estate, and business sector inputs

Value Analysis:

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
\$12,216,778	742	\$14,716	3,191

FACT SHEET



DOE/NNSA Community Reuse Organization:

Next Generation Economy, Inc.

1155 University Blvd. SE

Albuquerque, NM 87106

Phone: (505) 843-4043, Fax: (505) 843-4200

E-mail: Michael.e.skaggs@lmco.com

Communities Served: Bernalillo County, Sandoval County, Valencia County

Web Address: www.nextgenclusters.net

The Next Generation Economy, Inc. (NextGen) was established in August 1999 to serve as the CRO for central New Mexico. NextGen is a joint effort of the public and private sectors formed to help Central New Mexico aggressively establish its unique position in a changing global economy. Their mission is to diversify the regional economy, increase the number of quality jobs in the region and the state, and reduce our economic dependence on the Federal government.

NextGen bases its strategy on industry clusters formed around the region's core competencies. Clusters are groups of businesses concentrated in a particular geographic area that are interrelated through alliances competitions, or the buyer-supplier "food chain" and that draw on a common talent, technology, and support base. While there are many clusters which could be identified in the Central New Mexico region, NextGen focuses their efforts on those clusters which hold the most potential to export their goods and services outside the region and import net new dollars into the region.

NextGen clusters include:

- ◆ Aerospace & Electronic Systems
- ◆ Biotechnology & Biomedical
- ◆ Information Technology & Software
- ◆ Microsystems
- ◆ Optics & Photonics
- ◆ Tourism
- ◆ Artisan Manufacturing

Demographics¹:

County / State	Population	% Unemployment Rate	Per Capita Income (\$)	% Hispanic	% White	% Native American	% Other
Bernalillo	556,678	3.2	\$27,287	42	48.3	3.6	6.1
Sandoval	89,908	3.3	\$20,747	29.4	50.3	15.8	4.5
Valencia	66,152	4.0	\$18,961	55	39.4	2.6	3
New Mexico	1,819,046	4.9	\$22,203	42.1	44.7	8.9	4.3
US	281,421,906	4.0	\$29,679	12.5	69.1	0.7	17.7

County/ State	% Poverty Rate	% High School Drop-Out Rate ²
Bernalillo	14.6	8.8
Sandoval	12.9	
Bernalillo		4.6
Cuba		14.6
Jemez		1.4
Rio Rancho		6.1
Valencia	18.3	4.4
New Mexico	19.3	6.0
US	13.3	10.9

| Source:

*July 2001, Market Facts, New Mexico Business Weekly

Biography: Board and President

- Larry Willard, Chairman - Regional President of Wells Fargo Banks for New Mexico and Western Texas
- Dan Hartley, Chairman-Elect - former Vice President for Sandia National Laboratories (SNL)
- Bill Garcia, Secretary - Director of Community Affairs for Intel
- Bob Rubin, Treasurer - President of Lovelace Respiratory Institute

Other members of the Board of Directors include:

1. Mike Godwin, Vice President Traditional Cluster Development - President of Ernest Thompson Furniture
2. Leonard Martinez, Vice President of Microsystems - Vice President of Manufacturing Systems at SNL
3. Sherman McCorkle, Vice President Technology Commercialization - President & CEO of Technology Ventures Corp.
4. Carol Radosevich, Vice President Communication & Marketing - Director of Economic Development at the Public Service Company of New Mexico
5. Paul Shirley, Vice President Workforce Development - Founder of Paul Shirley & Friends, Inc.

Mike Skaggs is President of Next Generation Economy, Inc. Before joining Next Gen, Mike was a Vice President at Albuquerque Economic Development, Inc., with responsibility for business recruitment, strategic planning, national marketing and corporate intelligence gathering.

Prior to moving to Albuquerque, Mike was a Partner with The Economic Development Group in Phoenix, Arizona; and Vice President of the Greater Phoenix Economic Council. His extensive economic development career includes leadership positions in Oklahoma and Texas with Oklahoma Department of Commerce, Greater Muskogee Development Corporation, Hurst-Euless-Bedford Chamber of Commerce, Abilene Chamber of Commerce, Sherman Industrial Districts and Chamber, and Lubbock Board of City Development.

Important Milestones

- **Microsystems**
 1. Establishment of cluster meetings and organization of working groups for the cluster.
 2. Completion of a fab feasibility study, outlining various scenarios and associated costs to establish a Microsystems “foundry” in the region for commercial prototyping and low volume production.
 3. Facilitated establishment of a University of New Mexico Chair in Microsystems Technology

- **Technology Cluster Development**
 1. Defined each cluster and identified local companies to be included in a baseline economic analysis. It is expected that the baseline economic analysis will be completed during the second quarter of FY 2002.
- **Technology Commercialization**
 1. Established Council on Licensing Intellectual Property and Increasing Deal Flow (CLIP & Deal) to explore strategies for institutional improvements for SNL, UNM and UNM Health Sciences.
 2. Established Technology Commercialization Vision Council (TCVC). This is a group of both early-stage and seasoned entrepreneurs to provide input regarding business environment issues which inhibit economic growth. As a result of their efforts, the first NM Technology Workplace Fair was held in April with 41 exhibitors and almost 500 attendees.
- **Traditional Cluster Development**
 1. The Tourism Cluster hosted two Transportation Summits and related task force meetings. A position paper outlining public policy issues related to visitor transportation was developed and distributed to candidates, elected officials, and other policymakers.
 2. Information-gathering efforts regarding the formation of an artisan manufacturing guild indicate that the current manufacturers and artisans actually place a higher value on an effort to more closely define the central New Mexico brand. During the first quarter of FY 2002, a proposal, based on industry input will be developed for consideration by the NextGen directors.
- **Workforce Initiatives**
 1. Web-Based Database – The Workforce Initiatives Committee collected information for developing a Request for Proposal (RFP) for the design of a web-based database to meet the needs of area employers and education/training institutions. Support for the project has been strong across public and private sectors. An RFP has been released and proposals were evaluated
 2. Math, Science & Technology Partnership – The Partnership reviewed the proposals submitted by four school clusters and conducted interviews with the two finalists, resulting in the selection of the Sandia High School Cluster as the first APS MST cluster. A \$400,000 Department of Education grant, a \$250,000 grant from Lockheed Martin Corporation, and a \$45,000 grant from the LANL Foundation fund this initiative.

Issues

- Workforce Preparation for skills integral to the new regional economy
- Job shortages and low rates of pay which export both high school and college graduates
- Deployment of telecommunications infrastructure
- Lack of market opportunities to stimulate business formation and expansion

Future

- **Workforce Development**
 1. Real-time, ongoing survey to define current and forecasted work force needs
 2. Apply continuous process improvement to monitor and communicate changing work force needs
 3. Conduct Technology Workplace Fair
 4. Establish curricula to support artisan manufacturing work force development
- **Cluster Development**
 1. Economic performance report card to demonstrate cluster progress
 2. Continue review of telecom capacity to service needs of clusters
 3. Devise action plans to remove obstacles as identified by cluster focus groups
 4. Create electronics systems/aerospace cluster in response to market changes
 5. Provide financial support to technology trade associations
 6. Articulate “New Mexico Style” as design characteristic of local goods
 7. Provide direct support of establishment of microsystems accelerator

- **Communication and Marketing**

1. Improve/enhance web site to more fully meet cluster communication needs
2. Establish and administer speakers bureau and community forums to communicate progress of industry clusters

- **Technology Commercialization**

1. Facilitate open dialogue among labs, university, investors and private sector to identify and address issues constraining commercialization

Value Analysis:

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
*\$500,000	N/A	N/A	N/A

*Funds for administrative purposes; job creation not intended.

FACT SHEET



DOE/NNSA Community Reuse Organization:

Eddy/Lea Regional Commission

301 S. Canal St.

PO Box 1090

Carlsbad, New Mexico 88221

Phone:

800-658-2709 Or 505-887-6562

Fax-505-885-0818

E-mail CDODSBDC@CARLSBADNM.COM

Communities Served: Eddy and Lea Counties

Web Address: www.leanm.org (Eddy County) and www.developcarlsbad.org (Lea County)

Introduction:

The Carlsbad Department of Development is the predecessor agency to the Lea/Eddy Counties Community Reuse Organization (CRO). The Eddy/Lea Regional Commission (ELRC) was officially sanctioned by DOE in June 2000. The ELRC serves Eddy and Lea Counties in Southeastern New Mexico. The major population centers are the cities of Carlsbad and Artesia in Eddy County, and the cities of Hobbs and Lovington in Lea County. The area is impacted by DOE's Waste Isolation Pilot Plant (WIPP), a transuranic waste repository. The economy of the area is highly dependent on the WIPP and is further impacted by spirals in the oil and gas industry and potash mining. Populations have remained relatively stable over the last 50 years.

Demographics

EDDY/LEA Regional Commission Socioeconomic Diversity within Two-County Region

CITY/COUNTY	POPULATION (2000)	UNEMPLOYMENT RATE (5) (JUNE 2001)	PER CAPITA INCOME	% HISPANIC (2000)	% NATIVE AMERICAN (2000)	% OTHER (2000)
City of Carlsbad	25,625	N/A	N/A	36.7	1.9	61.4
City of Artesia	10,692	N/A	N/A	45.0	2.1	52.1
City of Hobbs	28,657	N/A	N/A	42.2	1.8	56
Eddy County	51,658	6.4	19,843	38.8	1.3	39.9
Lea County	55,511	4.7	18,948	39.6	1.0	59.4
New Mexico	1,819,046	6.8	19,298	44.7	9.5	47.8
United States	281,421,906	4.5	25,288	12.5	1.0	85.1

CITY/ COUNTY	HIGH SCHOOL DROP-OUT RATE % 1998-1999
City of Carlsbad	3.3
City of Artesia	3.5
City of Hobbs	1.3
Eddy County	N/A
Lea County	N/A
New Mexico	7.0
United States	N/A

Biography – Board and Executive Director

- Board is comprised of 32 voting members and eight ex-officio members
- Categories of membership include: Elected Officials, Economic Development Organizations, New Mexico Economic Development Commissioner District 6, Business, Academia, Hispanic Leadership, Labor, Potash, Utilities, Agriculture/Dairy, Finance, Oil & Gas, Member-at-Large, and Ex-Officio.

Ms. Lorraine Allen was hired in October 1996 as the CEO of the Carlsbad Department of Development (CDOD). The CDOD is the predecessor agency to the ELRC. Ms. Allen has over 20 years experience in economic and community development and a Master's Degree in Urban & Regional Planning. Ms Allen's responsibilities at the CDOD include industrial and commercial expansion and recruitment, oversight of a national technology training program and overall economic development for the City of Carlsbad and South Eddy County. Ms. Allen, a Pennsylvania native, was named Professional Planner of the Year in 1992 for the State of Pennsylvania.

Important Milestones This Past Year:

- Created the Eddy/Lea Regional Commission in June 2000
- Received seed funding from the DOE to leverage over \$2 million in projects and created over 600 jobs
- Strengthened efforts by participating in New Mexico CRO joint strategies

Issues Facing Our Region:

- Structural economic decline
- Environment marred by unplanned land use
- Environmental sustainability questionable
- Logistics and communications
- Tourism declining
- WIPP hard technology spin-offs are slower than anticipated
- Education and labor skills lagging
- Economic weaknesses & threats not understood by public
- Economic development is not regional
- New Mexico is not a player in attracting industry

Future:

- Creation of a pilot plant by 2003 and full production by 2005 to create a sustainable source of abundant potable, irrigation, or in-stream waters created to benefit all of Southeast New Mexico and transferable technology nationwide.
- Complete Phase II of the total \$4.85 million Artesia MainStreet Beautification Project and create 75 jobs insuring that the Downtown Centers in Eddy and Lea Counties flourish through aesthetics and civic improvements.
- Recruit one new industry annually by completing a targeted market intelligence report on the automotive industry for Lea County.
- Audits result in no findings/all required reports meet DOE review standards. The Eddy/Lea Regional Commission is wholly able to provide administrative and financial management of all projects and meet all Federal mandates.

Value Analysis:

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
\$2,700,000	600	\$4,500A	1,050

FACT SHEET



DOE/NNSA Community Reuse Organization:

Eight Northern Indian Pueblos Council, Inc.

P.O. BOX 969, San Juan Pueblo, New Mexico 87566

Phone: (505) 747-0700, Fax: (505) 747-5690

E-mail: enipcplanning@yahoo.com

Communities Served: Eight Northern Indian Pueblos of New Mexico

Web Address: www.8northern.org

Introduction:

The Eight Northern Indian Pueblos Council, Inc. (ENIPC) is currently the only Native American Community Reuse Organization (CRO) in existence, and serves the Eight Northern Pueblos of New Mexico. ENIPC was designated a CRO by DOE April 27, 2000. ENIPC was established in 1967 and is overseen by a board of directors, which are the current Governors of the eight Pueblos. Most of the Eight Northern Pueblos are within a close proximity to the Los Alamos National Laboratory (LANL), which is the largest employer in Northern New Mexico. ENIPC is an inter-tribally chartered 501(c)(3) non-profit organization created to provide community- based services in social services, employment, and training within the Eight Northern Pueblos of New Mexico.

This partnership with DOE and the Pueblos will enhance the Pueblos economic standing by strategically identifying the Pueblos' strengths, weaknesses, opportunities, and threats. This analysis will provide the Pueblos with the foundation from which they can begin to diversify their region, develop quality jobs, and enhance their overall economic standing in Northern New Mexico.

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Demographics:

Eight Northern Indian Pueblos Council, Inc. Community Reuse Organizations
Socioeconomic Diversity Within the Eight Northern Indian Pueblos

PUEBLO	POPULATION (2000)*1	TRIBAL ENROLLMENT (1999)*2, *3	UNEMPLOYMENT RATE AS % OF LABOR FORCE (1999)*2, *3	Per Capita Income (\$)	COUNTY POVERTY RATE (1998)*4	1999-2000 Grades 9-12 Dropout Rate for New Mexico Native Americans**
Picuris	1,801	324	22%	N/A	24.0	5.8% (decline over decade from 12.2% in 1989-90)
Pojoaque	2,712	317	10%	N/A	11.7	
San Ildefonso	1,524	617	17%	N/A	11.7	
San Juan	6,748	2,514	6%	N/A	21.8	
Santa Clara	10,658	2,240	72%	N/A	21.8	
Taos	4,492	2,382	17%	N/A	24.0	
Tesuque	806	404	28%	N/A	11.7	
Nambe	1,764	643	28%	N/A	11.7	

Sources:

*1 US CENSUS 2000, Profile of General Demographic Characteristics, 2000

*2 US Dept. of the Interior, Bureau of Indian Affairs, Indian Labor Force Report, 1999

*3 US Dept. of the Interior, Bureau of Indian Affairs, Indian Labor Force Report, 1997 (Santa Clara Pueblo numbers)

*4 US CENSUS, Table A98-35. Estimated Number and Percent People of All Ages in Poverty by County: New Mexico 1998

-Estimates model 1998 income reported in the March 1999 Current Population Survey

-Figures listed are for each county in which each pueblo is located: Rio Arriba (San Juan and Santa Clara), Santa Fe (San Ildefonso, Pojoaque, Nambe, and Tesuque), and Taos (Taos and Picuris)

Biography:

Bernie Teba is the Executive Director of the Eight Northern Indian Pueblos Council, Inc. Mr. Teba has a bachelor's degree in business administration and has over 25 years of experience working with the Pueblos. Mr. Teba also serves as a school board member to the Santa Fe Indian School and sits on various other committees.

Important Milestones This Past Year:

- Created the ENIPC CRO on April 27, 2000
- Received seed funding from DOE to develop a "Strengths, Weaknesses, Opportunities, and Threats"
- (SWOT) analysis; draft SWOT currently under review
- Strengthened efforts by participating in New Mexico CRO joint initiatives

Issues Facing the Eight Northern Pueblos:

- Lack of employment opportunities for tribal members in the region
- Insufficient telecommunication, transportation, energy and water infrastructure to support a diversified economy
- Declining tourism
- Resources limited
- Current education and job skills in math, science and technology do not meet regional needs of emerging industries
- No strategies in place for attracting industry and/or developing workforce skills
- Tribal workforce's unemployment rate exceeds the state and national unemployment rate
- Limited local business opportunities for tribal businesses
- Insufficient balance of Federal expenditures from LANL
- Native American tribes have sovereign powers separate and independent from the Federal and state governments. The sovereign powers exercised by a tribe are based on separate agreements between the Federal government and the Native American tribes

Future:

- Strengthen education skills and job skills to meet regional needs as well as emerging industries
- Establish a business and economic development center to assist tribal small business development

- Participate in regional planning and economic development in partnership with the other New Mexico CROs and regional institutions
- Develop tourism initiatives while preserving the culture and traditions of the Pueblos
- Create jobs and small businesses in the Eight Northern Pueblos
- Develop energy infrastructure and consider the use of ENIPC as an “energy model”

Value Analysis:

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
\$75,000	N/A	N/A	N/A

*Funds for SWOT analysis; job creation not intended

FACT SHEET



DOE/NNSA Community Reuse Organization:

Math, Science and Technology Partnership

220 Monroe S.E.

Albuquerque, NM 87108

Phone: (505) 256-4466, Fax: (505) 256-4416

E-Mail: savage@aps.edu

Communities Served: Albuquerque, New Mexico; Sandia High School Cluster Area

Web Address: www.aps.edu/aps/mstweb

Introduction

The Math, Science and Technology Partnership (MSTP) initiative began when Rick Glass, DOE-AL Manager, proposed the concept of assisting the community to develop a magnet high school dedicated to math, science and technology. Mr. Glass graduated from a high school in Florida that he later supported becoming a magnet school. It was called the Center for Advanced Technology. Believing that such a school could show similar success, he formed an ad hoc committee of AL employees to research the concept of forming a magnet school program. Over a three-month period, the committee reviewed dozens of magnet schools and considered a variety of educational approaches for enhancing student skills in math and science. As a result of their research, a plan was developed that proposed a magnet high school dedicated to math, science and technology. The committee presented the magnet school approach to local education and business leaders. After several months of discussions with numerous local community leaders, it was their overwhelming consensus that such a school was very much needed. On June 21, 2000, the Albuquerque Public School Board approved a resolution of support for this concept.

In the Spring of 2000, a public/private MSTP was formed and began work on developing a high school with feeder middle and elementary schools devoted to enhancing the math, science and technology education of students in our community.

DOE has provided leadership, facilitation, in-kind support and strategic planning assistance to the MSTP. The MSTP is organized based on Baldrige in Education (BiE) criteria and guidance. The BiE guidance and best practices assisted the MSTP in organizing complex issues into an achievable strategic planning and implementation process.

The strategic planning process involved performing an environmental scan, planning meetings, analyzing issues, meeting with partnership members on a continuing basis to discuss strategic approaches, prioritizing, developing timelines, metrics and milestones, assigning responsibilities, developing a draft strategic plan, briefing all involved including stakeholders and insuring that monitoring and feedback were used to improve the process.

Demographics for Albuquerque Public Schools:

Data

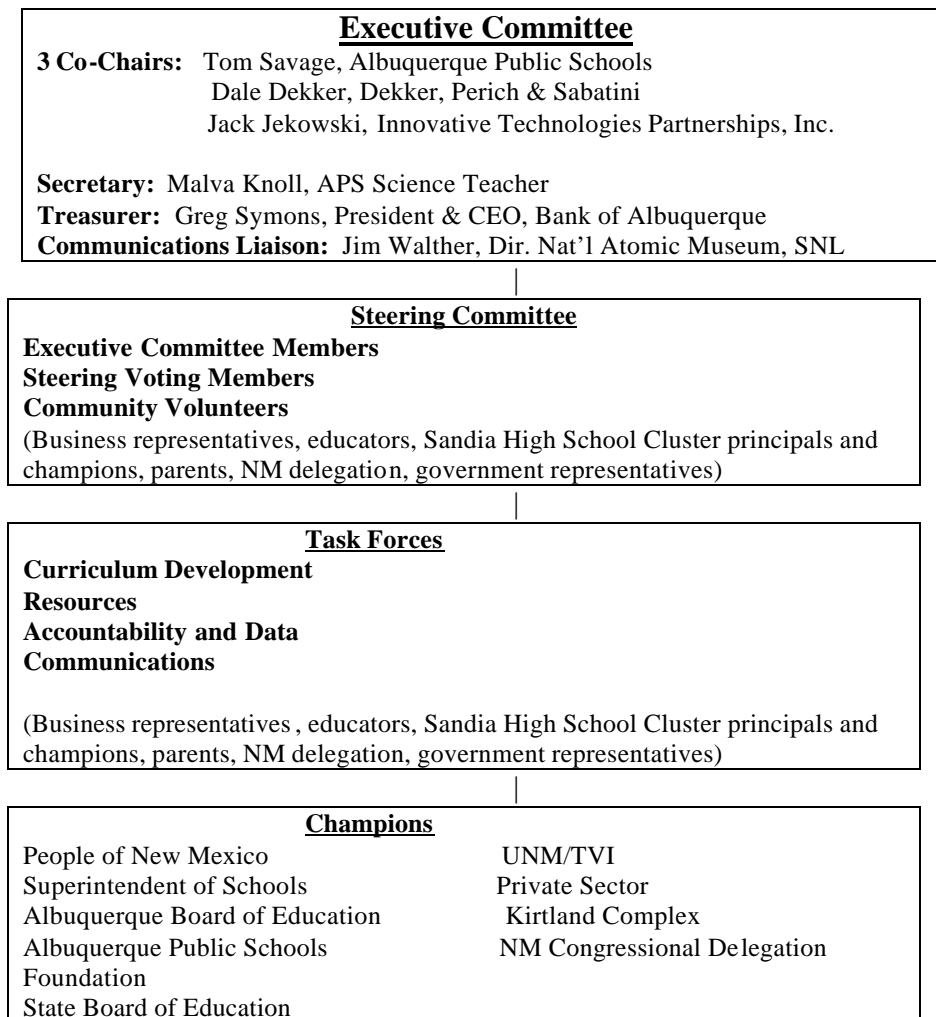
- APS student population: 85,850
- Poverty rate: 17% of children ages 5-17 live below the poverty level.
- Population Demographics: 4.5% Native Americans; 49.1% Hispanic; 39.4% Anglo; 3.8% African-American, 3.2% Other

- High School dropout rate: Over the course of a four-year high school term: 8,000 students or 4% of high school students
- Economic diversity: 43% of APS students receive free or reduced cost meals

Other Data

- Per Capita spending on education in New Mexico: ranks 9th in nation
- Dollars spent per pupil in New Mexico: ranks 46th in nation
- Teacher salaries: ranks 47th in nation
- Total academic achievement in comparison to other states in nation: ranks 43rd in nation
- Only 52% of New Mexico teachers hold a degree in the subject they teach
- The New Mexico dropout rate (16-24 year-olds) doubled in the last seven years (currently at 11.3%), while the national dropout rate remained constant (10.9%)
- Class size, or pupil-teacher ratio (PTR). These are state mandated.
 - Kindergarten 17 student average Grades 1-3 22 student average
 - Grades 4-5 24 student average Grades 6-8 26 student average
 - Grades 9-12 27 student average

Organizational Structure:



Important Milestones This Past Year:

- Conducted initial research and planning for initiating Partnership
- Identified and solicited leaders
- Selected Advisory Committee
- Evaluated lessons learned and case studies
- Established relationships among public and private individuals
- Formed Steering Committee, elected officers, committee began working
- Defined MSTP's objectives and goals
- Began strategic planning, identified approach, initial strategic plan developed, strategic planning sessions held
- Formed Executive (Advisory) Committee, committee began working
- Formed Task Forces, task forces began working
- Began project management of MSTP Initiative, i.e., identified operational components & initial funding sources
- Investigated similar projects throughout U. S.
- Built support within APS, public, and business communities
- Selected Sandia cluster schools (elementary, middle and high) and began working with cluster school

Issues Facing Albuquerque and New Mexico Communities:

Executive Summary. Albuquerque and New Mexico cannot maintain and improve the quality of life if the school system does not educate and train all of its citizens to high standards. Well-paying, high performance jobs demand high skills, particularly technical ones. Education in math, science and technology is essential in obtaining these jobs. Education in these areas has special relevance for the future of U.S. national security. The number of college students in scientific and engineering fields is shrinking, while the overall needs in the economy for such graduates continues to grow. This shortage will impact the ability of DOE labs, like Sandia and Los Alamos National Laboratories, to recruit scientists and engineers that play a vital role in protecting our national interests. The long-term challenge is to restore an adequate flow of new talent to assure Albuquerque and New Mexico can compete on a national and international scale. Morally, we owe it to the children of our community to give them an education that prepares them to take advantage of every opportunity in our new economy, including economic growth and future scientific discovery.

The Problem. Albuquerque's public education system is not preparing all young people to compete for the increasing number of highly skilled jobs.

- Key Indicators.
 - Low academic performance, particularly in the areas of math, science and technology
 - High dropout rate
 - Insufficient teacher support, professional development, compensation
 - Systemic changes needed in public education
 - Weak community connections to business and other institutions

Future/Outcomes:

The Response. To initiate systemic reform in public education so schools have the ability to effectively implement a standards-based effort and achieve the desired results of every student receiving the education that prepares them to compete in the workforce thereby ensuring the economic viability of Albuquerque and New Mexico.

How to Impact Public Education – The Purpose and Objectives of the MSTP.

- To build an alliance between industry, education, state, regional, and Federal entities to create a mathematics, science and technology cluster high school (which includes elementary and middle schools which feed into the high school) using quality principles in education.

- To deliver an educational experience which advances the teaching and learning of mathematics, science and technologies in the Albuquerque Public School (APS).
- To obtain high academic achievement, ensuring that all youth of varied backgrounds, ethnic heritage and economic standing can participate without prejudice.
- To develop a model for the APS community that serves to enhance education and assists in the development, recruitment, and retention of the workforce of the future.
- To offer the model, and work of the committee, to other schools and school districts in New Mexico or elsewhere.

Value Analysis:

Accountability. Success of this initiative will be based and measured on the MSTP's short-term, mid-term, and long-term goals.

- Short-Term Goal – 1-3 years. Cluster Selection: Celebration of Sandia High School cluster; MST Partnership and cluster school begin collaborating to implement Pilot; establish baseline criteria; evaluate case studies and conduct site visits; Pilot begins in August 2001 for 2002 APS school year.
- Mid-Term Goal – 2-4 years. Pilot continues; add APS cluster(s); begin collaborating with workforce groups/businesses and State representatives on implementation of statewide Pilot.
- Long-Term Goal – 2-5 years. All APS clusters are using MST Pilot initiatives; expand MST initiative statewide
- Specific detailed goals are being developed to support the overall goals. Data will be gathered from established baseline criteria, gap analysis, curriculum and testing assessments. The assessment piece of the accountability framework will be clear and linked to the standards and the curriculum developed. This data will be reported to the MST Partnership and DOE on a quarterly basis beginning 1st quarter 2002.

Return on Investment (ROI). While we do not yet know what the costs will be, we do know there are great efficiencies that can be achieved by working with APS, businesses and funding institutions. The MSTP's Resources and Accountability Task Force will have, by the 2nd quarter 2002, the estimated ROI for this Initiative.

FACT SHEET



DOE/NNSA Funded Project:

Sandia Science & Technology Park

10520 Research Road SE

Albuquerque, NM 87123

Phone: 845-8107, Fax: 844-1389

E-mail: jkmoore@center.org

Web Address: www.sstp.org

Introduction

The Sandia Science and Technology Park (SS&TP) is being developed and managed by the Science and Technology Park Development Corporation (STPDC), a nonprofit organization with a board of directors from the local community. The Park is a 217-acre technology community located adjacent to Sandia National Laboratories (SNL) in Albuquerque, New Mexico. Partners in the SS&TP include SNL, DOE, Technology Ventures Corporation, City of Albuquerque, New Mexico State Land Office, Albuquerque Public Schools, and private landowners. Park Tenants have easy access to SNL's world-class facilities, technologies, scientists and engineers.

The SS&TP will be a campus-style, pedestrian-oriented, technology community focused on attracting companies that either have a working relationship with SNL or the potential to establish such a relationship. The Park will help SNL meet its responsibility to commercialize technology developed in the process of meeting its national defense mission. The Park will also create technology-based, high-paying jobs that will help diversify the Central New Mexico economy from its dependence on jobs created by the Federal government. The Park is expected to create over 6,000 jobs in the next 10-15 years and will be the premier location for high technology. The SS&TP will feature a state-of-the-art fiber optic-telecommunications system using a backbone that extends throughout the campus.



Biography – Board and Executive Director

- Sherman McCorkle, Chairman; President and CEO of Technology Ventures Corporation
- Loretta Armenta, President and CEO of the Albuquerque Hispano Chamber of Commerce
- Sandra Begay Campbell, Regent for the University of New Mexico Board of Regents
- Terri Cole, President of the Greater Albuquerque Chamber of Commerce
- Jesse Dompree, Owner of the Jesse Dompree State Farm Insurance Agency
- Bruce Donisthorpe, Vice President of Business Development for The Spectrum Capital Group, LLC
- Deirdre Firth, Senior Economic Developer with the City of Albuquerque, Office of Economic Development
- Edward Lujan, Chairman of the Board of Manuel Lujan Agencies and Chairman of the Board for the National Hispanic Cultural Center of New Mexico
- Leo Marquez, CEO and President of Kinetic Lubricants, Inc.
- Stuart Purviance, Executive Director of the Kirtland Partnership Committee
- Michael Skaggs, President and Executive Director of the Community Reuse Organization, Next Generation Economy
- James Tegnelia, Vice President of Department of Defense Programs at Sandia National Laboratories
- Gary Tonjes, President, Albuquerque Economic Development
- Jackie Kerby Moore, Executive Director

In her role as Executive Director for the Park, Jackie Kerby Moore is responsible for all aspects of making the Park a reality – including managing the Park, creating the master plan, marketing, recruiting tenant companies, and securing funding for various infrastructure improvements. In related roles, Jackie is a member of the Board of Directors for the Association of University Related Research Parks; the Council for Urban Economic Development; the Southwest as Region of Innovation Leadership Team; and the Next Generation Economy initiative of Central New Mexico.

Important Milestones This Past Year:

Tasks funded by the DOE focus on the development of a Master Development Plan (MDP) for the SS&TP. The plan was completed on time and within budget. Funding for the entire MDP was paid for from funds allocated from DOE and the New Mexico Legislature. Consensus Planning of Albuquerque, NM developed the MDP.

Tasks completed this year in connection with the MDP include:

- Research, analysis and preliminary studies for planning and engineering by contractor. Conducted required engineering studies necessary for MDP.
- Acquired cooperation and participation of the three landowners in the master planning process: Albuquerque Public Schools, New Mexico State Land Office, and the BUILD New Mexico/New Mexico Development Foundation.
- Coordinated interactions with city staff, SS&TP staff, project team, PNM, and others as necessary for the Environmental Planning Commission (EPC) hearing. MDP passed EPC review on first attempt.
- Worked with City of Albuquerque Department Heads and staff to involve them in the master planning process for the Park.
- Designed and revised a preliminary MDP concept for discussion and revision by landowners and stakeholders.
- Coordinated meetings with SS&TP Development Corporation, the MDP project team, and the City of Albuquerque staff to discuss MDP.
- Prepared MDP for the City of Albuquerque EPC hearing.
- Continued work on MDP and design guideline issues with workshop for EPC and City of Albuquerque staff.
- Conducted stakeholder meetings with City of Albuquerque planning and public works regarding submittal process for the Development Review Board (DRB).
- Coordinated work of all other subcontractors in the MDP process.
- Designed information gathering by Bohannon-Huston including required studies, engineering work and infrastructure design.
- Revised the MDP and submittal to the City of Albuquerque DRB. Coordinated and designed the SS&TP gateway, streetscape, pocket parks, including location of the telecommunications system and hub building.
- Coordinated with the Mayor of Albuquerque's office staff and landowners on MDP issues, including landfill issues, annexation, plat, right-of-way, Eubank improvements, and easements.
- Completed final revisions to MDP and printing of official approved version of MDP.
- Finalized details and completed the infrastructure list required by the City.
- Resolved all issues concerning the MDP plat.

- MDP received final approval by the City of Albuquerque.

Future:

- More and more organizations are moving to the SS&TP. Currently nine tenants with more than 500 employees call the SS&TP home. The MDP is complete and the fiber optic communication backbone is slated for installation in 2002.
- Applied Technology Associates (a ribbon-cutting ceremony is scheduled for February 21, 2002).
- Sandia Laboratory Federal Credit Union (broke ground August 2001)
- SS&TP, Inc. (a nonprofit organization planning to partner with a local operator to provide a children's day care center).
- International Programs Building (broke ground December 2001).
- Multi-Tenant Spec Building
- Telecommunications Hub Building
- Eubank Blvd. expansion

Value Analysis:

Total DOE Funds Committed	Jobs Created or Retained (Reported)	Cost Per Job Created	Jobs Created or Retained by 2005 (Estimated)
\$200,000	533	N/A	1,200

*Funds used primarily for the development & completion of the SS&TP Master Development Plan

Federal Outlays for New Mexico - 2000

Federal spending 2000 Total*

New Mexico Federal Spending 2000

Federal spending 2000 Total*	\$1,575,111,000,000
New Mexico Federal spending*	\$14,469,549,519
New Mexico population*	1,819,046
New Mexico Federal tax burden	\$8,795,087,410
U.S. Federal tax burden total*	\$1,977,133,000,000

Per Capita Data

Federal spending per capita	\$5,608
New Mexico Federal spending per capita	\$7,955
New Mexico Federal tax burden per capita	\$4,835
U.S. Federal tax burden per capita	\$7,040

Adjusted per capita spending

ratio is 50 state tax burden divided by 50 state federal spending	1.255234076
New Mexico adjusted per capita spending	\$9,985.39

Adjusted return on Federal tax dollar

adjusted per capita spending divided by per capita tax burden	\$2.07
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Non adjusted return on Federal tax dollar

nonadjusted NM per capita spending divided by per capita tax burden	\$1.65
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*Source: U.S. Census Bureau Consolidated Federal Funds Report
Fiscal Year 2000 (published April 1, 2000)

DOE-AL budget as impact on total federal spending in New Mexico

FY2000 AL budget**	\$4,900,000,000
Portion of AL budget spent from total New Mexico federal spending	34%

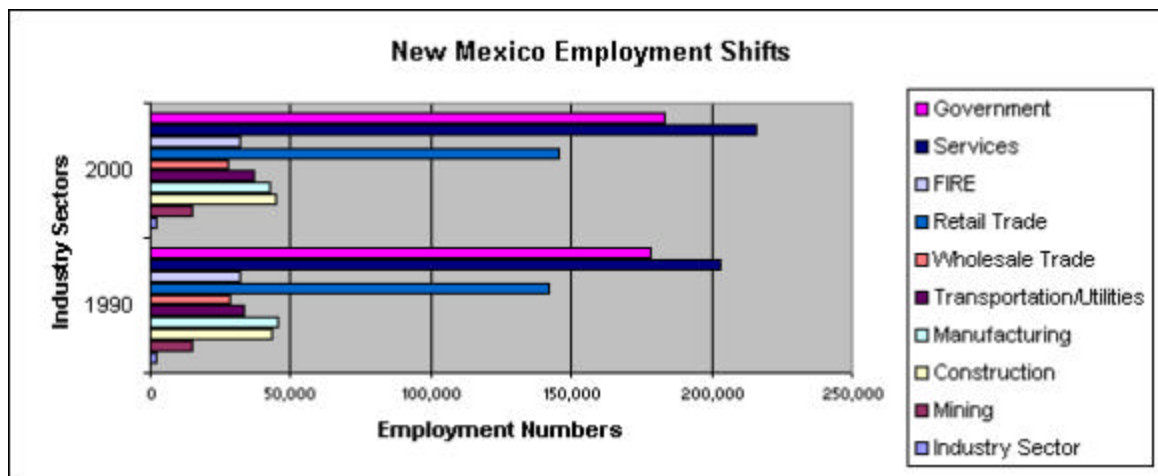
**Source "FY 2000 Annual Report" for DOE-AL

This table illustrates the amount of Federal spending during fiscal year 2000 in New Mexico and the relative per capita tax burden as well as per capita expenditure. The adjusted per capita spending is higher since a multiplier is used to 'equalize' spending and taxes across the 50 states. The Federal outlays resulted in New Mexico benefiting the most of all the states from expenditures on programs such as Social Security, Medicare, other Federal entitlements, the location of Federal employees, Federal procurements such as the national laboratories, and grants to state and local governments. Residents of New Mexico received \$2.07 in federal outlays for every \$1.00 they paid in federal taxes. This is a 2-1 ratio of outlays for every dollar paid in taxes. The Albuquerque budget represented \$0.34 cents on every federal dollar spent in New Mexico.

New Mexico Employment Shifts Based on Industry Sector in the 1990s

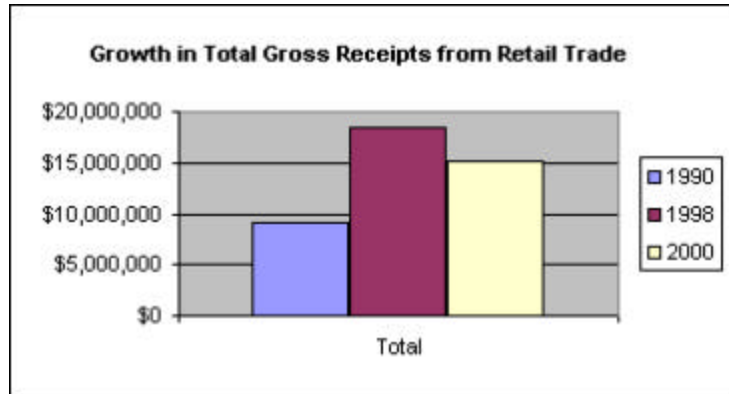
NM Employment Shifts in the 1990s		
Industry Sector	1990	2000
Mining	15,100	15,200
Construction	43,500	44,500
Manufacturing	45,100	42,800
Transportation/Utilities	33,400	36,900
Wholesale Trade	28,200	27,700
Retail Trade	142,400	145,800
FIRE	31,800	32,100
Services	203,400	215,700
Government	178,100	183,100

Source: NM Department of Labor

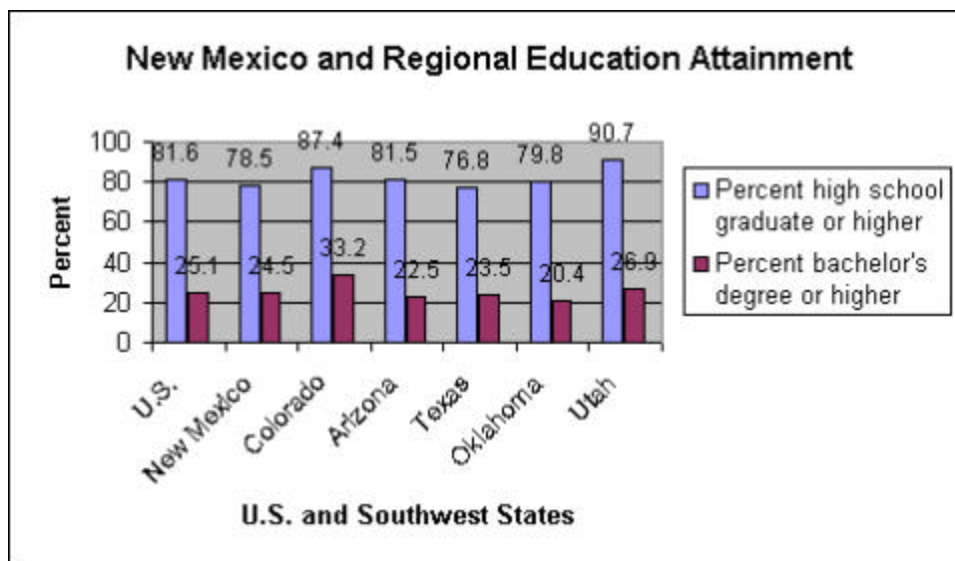


Growth in New Mexico Gross Receipts from Retail Trade -1990s

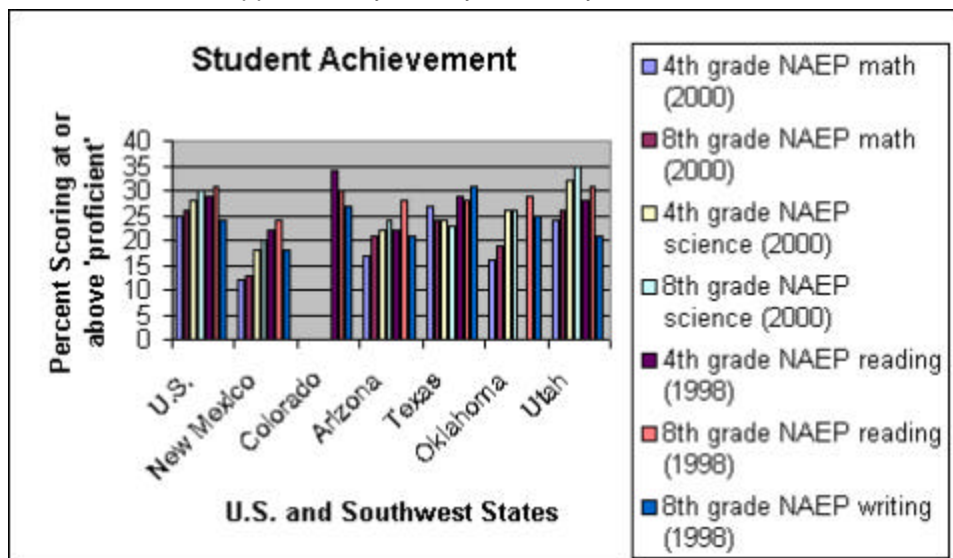
New Mexico Gross Receipts from Retail Trade by Sector (\$000)					
Sector	1990	1995	1998	1999	2000
Building Materials	\$393,925	\$478,387	\$459,702	\$494,929	\$459,702
Hardware Stores	\$75,954	\$103,033	\$128,909	\$81,540	\$128,909
Farm Equipment Dealers	\$39,470	\$57,951	\$64,201	\$63,645	\$64,201
General Merchandise	\$220,728	\$502,533	\$385,159	\$380,690	\$385,159
Department Stores	\$1,015,805	\$1,467,864	\$809,150	\$774,318	\$809,150
Retail Food Stores	\$1,816,106	\$2,039,239	\$2,300,153	\$2,072,036	\$2,300,153
Motor Vehicle Dealers	\$240,456	\$334,636	\$518,713	\$486,558	\$518,713
Gasoline Service Stations	\$250,459	\$252,099	\$368,160	\$312,346	\$368,160
Mobile Home Dealers	\$50,427	\$172,114	\$144,399	\$205,484	\$144,399
Misc. Vehicle & Auto Accessories	\$280,342	\$380,645	\$446,652	\$436,209	\$446,652
Apparel & Accessory Stores	\$373,171	\$429,726	\$442,891	\$443,749	\$442,891
Furniture, Appliances	\$349,042	\$443,888	\$426,921	\$413,215	\$426,921
Eating & Drinking Places	\$898,844	\$1,223,119	\$1,517,852	\$1,422,069	\$1,517,852
Liquor Dispensers by the drink	\$259,164	\$275,282	\$189,384	\$220,893	\$189,384
Drug & Proprietary Stores	\$333,267	\$432,529	\$638,200	\$570,390	\$638,200
Package Liquor Stores	\$67,550	\$119,275	\$80,083	\$82,771	\$80,083
Miscellaneous Retailers	\$2,435,202	\$4,582,558	\$9,512,669	\$7,314,035	\$9,512,669
Total	\$9,099,913	\$13,294,878	\$18,433,196	\$15,774,876	\$15,208,300
Source: NM Taxation & Revenue Department, Data compiled by the Bureau of Business & Economic Research at the University of New Mexico					



New Mexico Education Attainment and Achievement Compared to the U.S. and Southwest States



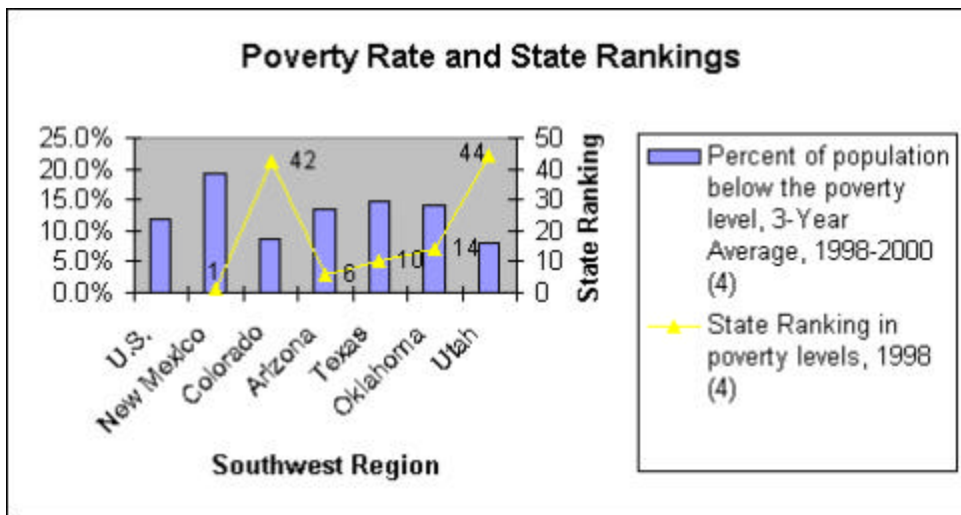
Source: "Census 2000 Supplementary Survey Summary Tables," U.S. Census Bureau



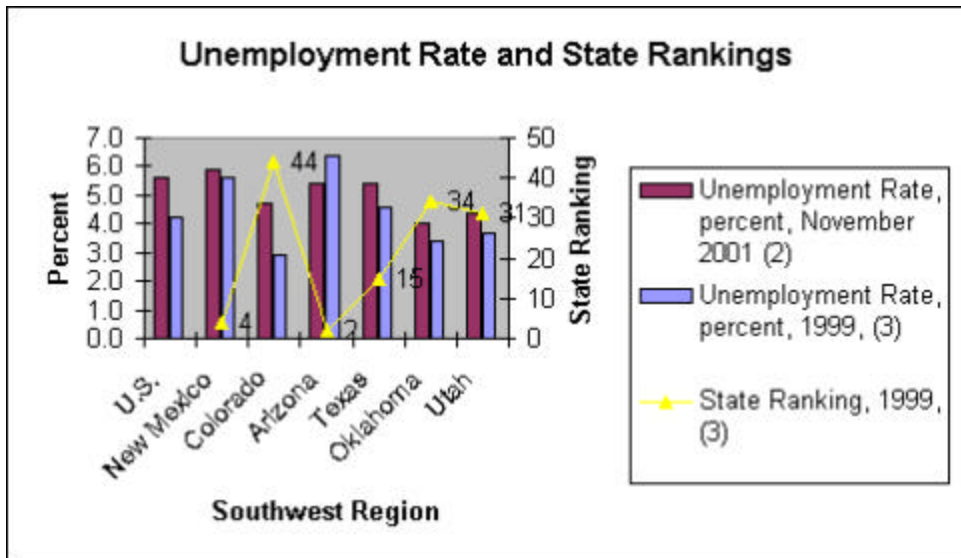
Source: "Quality Counts 2002," *Education Week on the Web*

The top graph provides comparisons between students in New Mexico, the U.S. and southwest states relative to educational attainment of high school and college degrees. New Mexico's high school graduation rate, based on U. S. Census 2000 data, is 78.5 percent. New Mexico, Texas and Oklahoma fall below the U.S. high school graduation rate of 81.6 percent. The lower graph illustrates New Mexico student achievement based on the National Assessment of Educational Progress (NAEP) testing, also known as "the Nation's Report Card." New Mexico's student achievement in almost all testing categories falls below the U.S. and neighbor states.

New Mexico Poverty and Unemployment Rates and Ranking Against the U.S. and Southwest States



Source: US Census Bureau

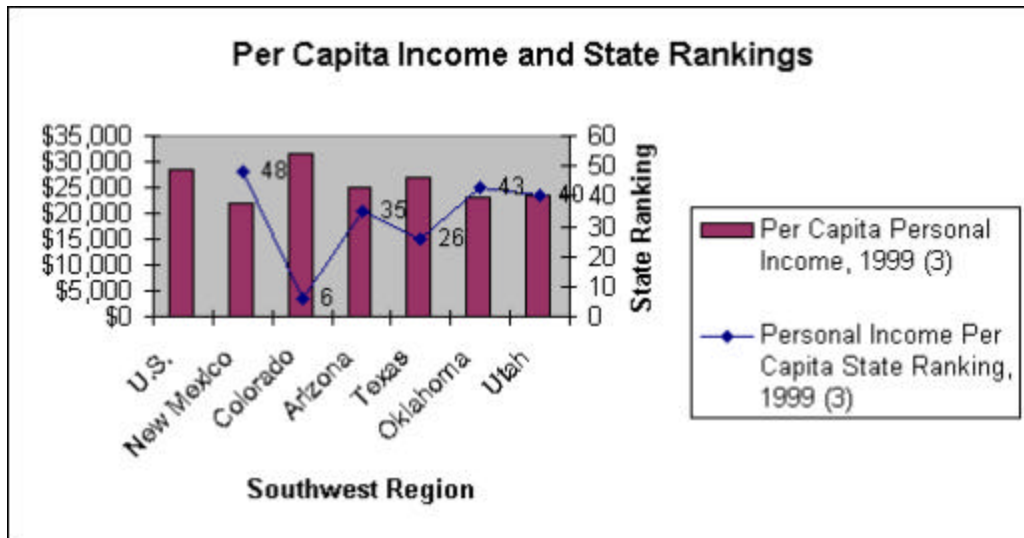


Source: Bureau of Labor Statistics

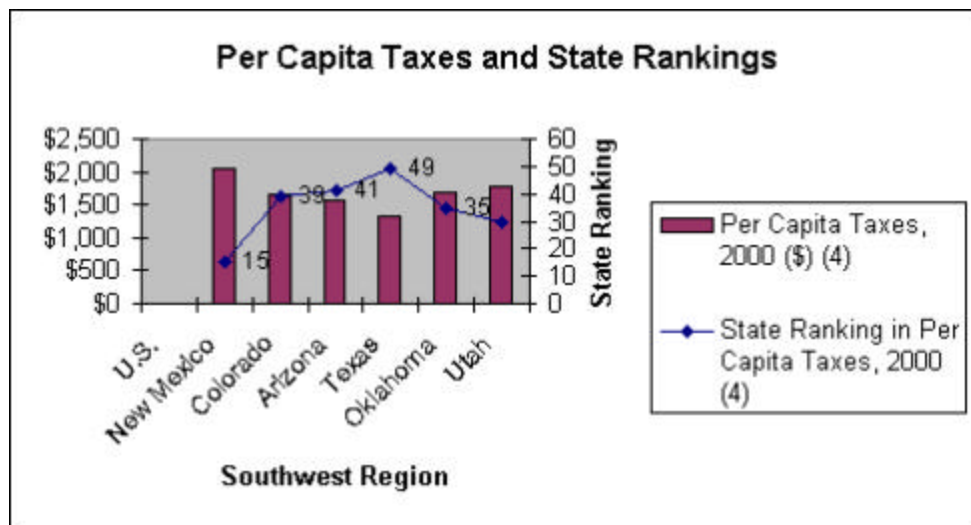
Source: Bureau of Economic Analysis and Revised Estimates for State Personal Income 1997-1999

The top graph shows New Mexico's number one ranking in the U.S. in poverty rate at 19.3 percent based on the U.S. Census Bureau three-year average between 1998 and 2000. The lower graph shows New Mexico ranked at the fourth highest unemployment rate in the U.S. based on 1999 rate of 5.6 percent. The graph illustrates the increase in unemployment rate in November 2001 to 5.9 percent indicating the impact of the U.S. economic decline's impact on New Mexico employment.

New Mexico Per Capita Income, Taxes and State Rankings



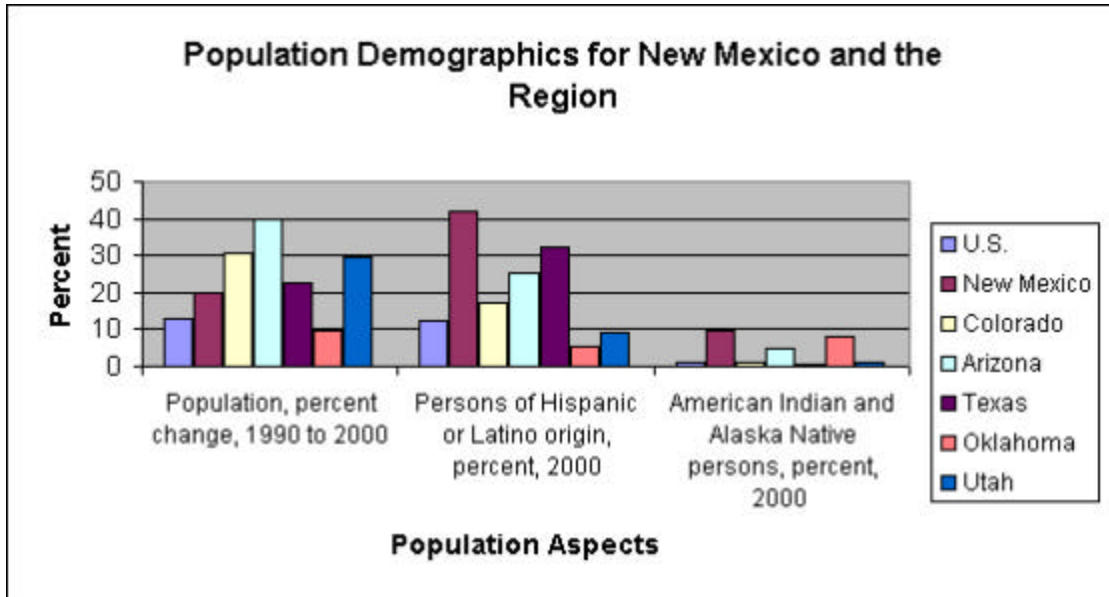
Source: Bureau of Economic Analysis and Revised Estimates for State Personal Income 1997-1999



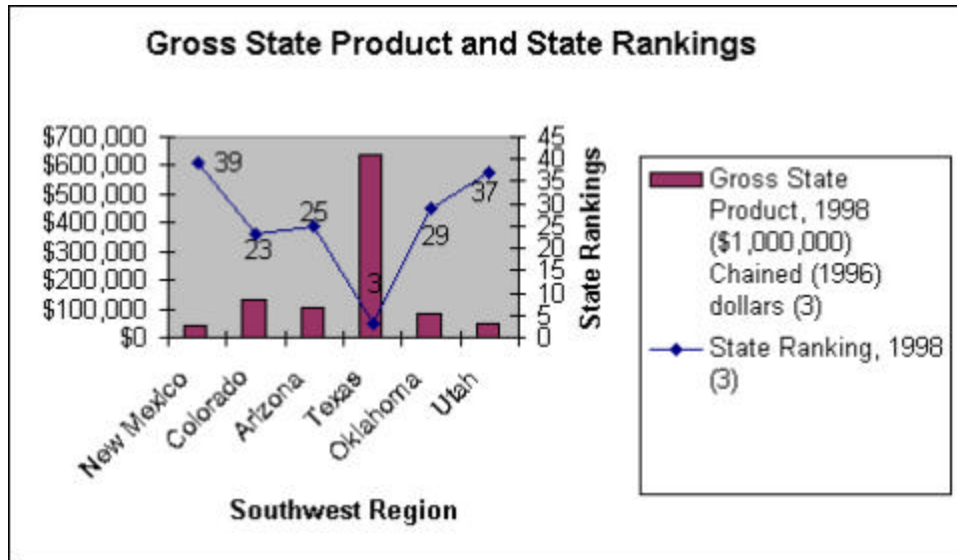
Source: US Census Bureau

The top graph provides per capita income for New Mexico relative to its neighboring states and its number 48 ranking in this category. The bottom graph indicates the relatively high tax rate per capita that places New Mexico at number 15 in tax rate.

Population Demographics and Gross State Product



Source: US Census Bureau



Source: Bureau of Economic Analysis and Revised Estimates for State Personal Income 1997-1999

The top graph illustrates population demographic indicators for New Mexico compared to the U.S. and neighbor states. New Mexico's growth rate of approximately 20 percent over the decade of the 1990s was high yet not the 40 percent growth developed in Arizona. The graph indicates that New Mexico has the highest Hispanic and Native American percentages of the region. The lower graph shows the relative gross product for the states in the southwest region and their state rankings. The Gross State Product is an indicator of economic productivity similar to the national Gross Domestic Product (GDP). New Mexico manufacturing as a component of Gross State Product increased 19.2 percent between 1992 and 1999.

**U.S. Department of Energy
National Nuclear Security Administration
Community Transition Program**

Customer Survey

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3. How will you use this information? _____

4. Would you like additional information to be included in this report? If yes, please list your recommendations. _____

5. Other comments and/or recommendations? _____

E-mail this page to CTED Web Master: speterson@doeal.gov